

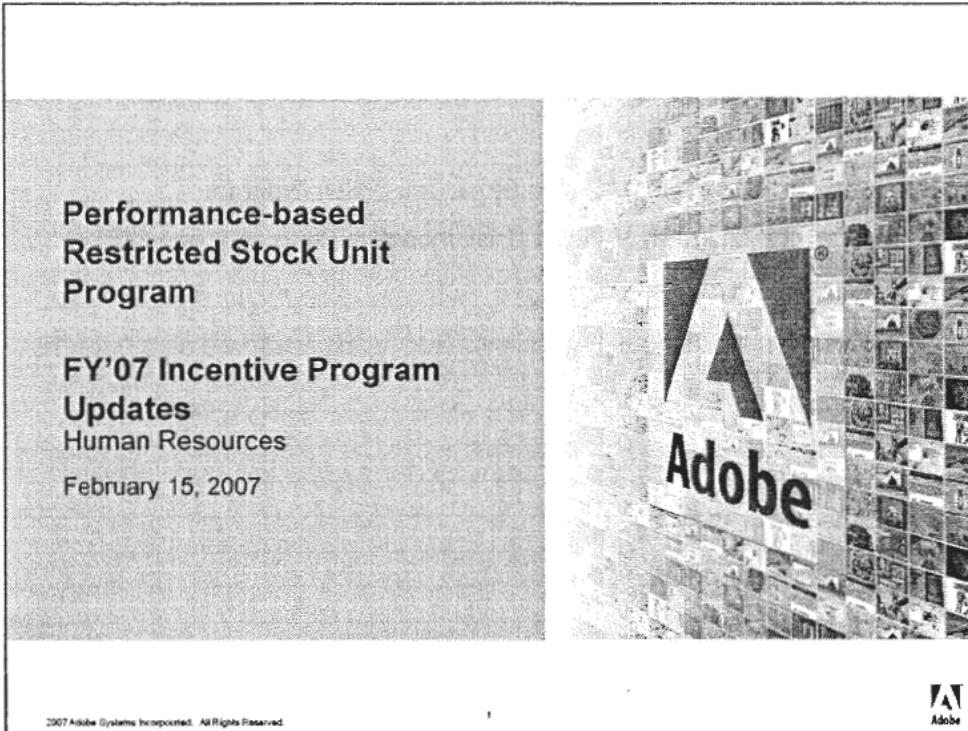
EXHIBIT 3

DOCUMENT

PLACEHOLDER

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ADOBEST_015059
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- Introduce Performance based Restricted Unit Program once and reference as PSU through out the rest of presentation
- Talking points from Bruce's presentation in December 2006



Agenda

- Total Compensation
- Performance-based Restricted Stock Unit (PSU) Program
- Annual and Quarterly Variable Cash Incentive Plans (AIP and QIP)
- Your Next Steps
- Q&A

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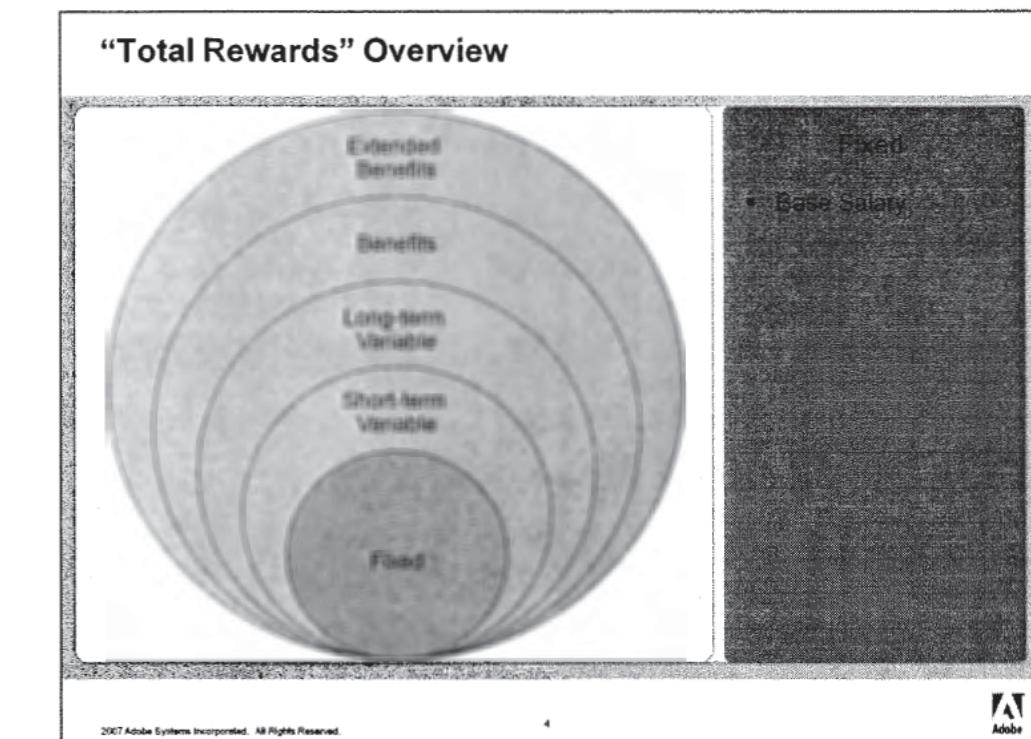
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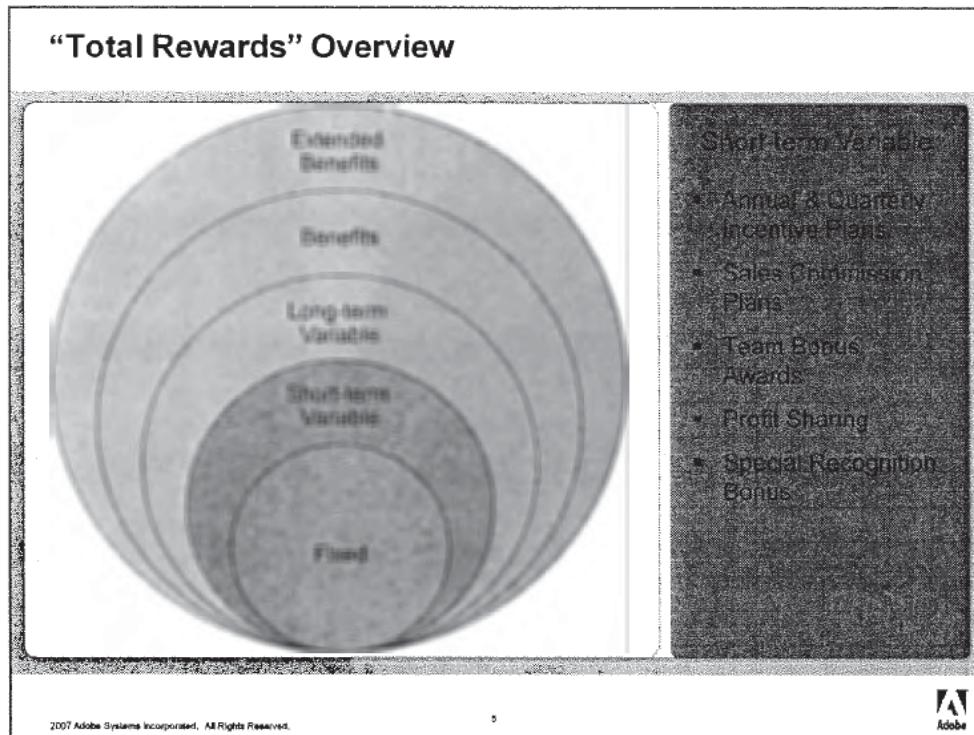


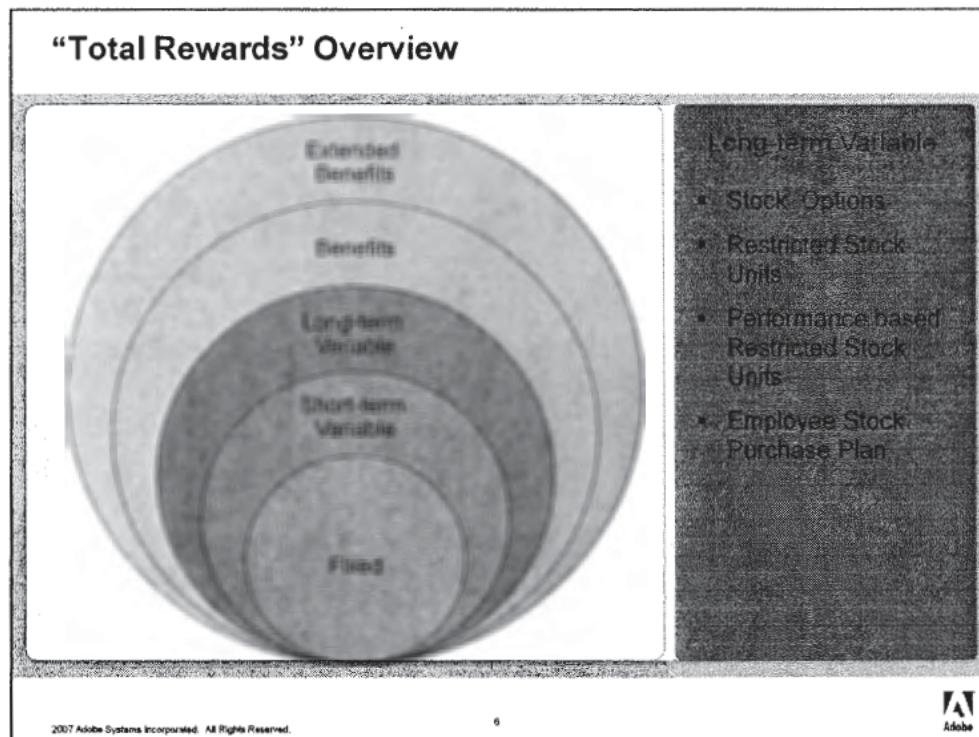
- **What we're going to cover today....remind them that this is a follow-on from the Dec. 20 Sr. Leader meeting and that this meeting is also being recorded for playback**
- **Housekeeping...how to ask questions via chat/telephone, etc.**

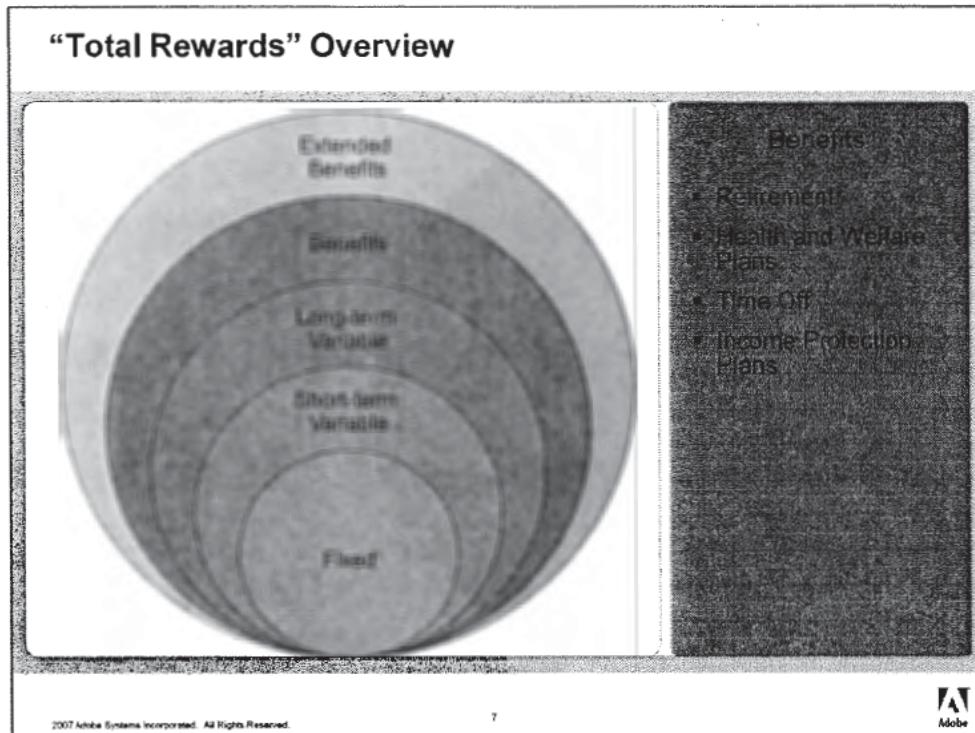


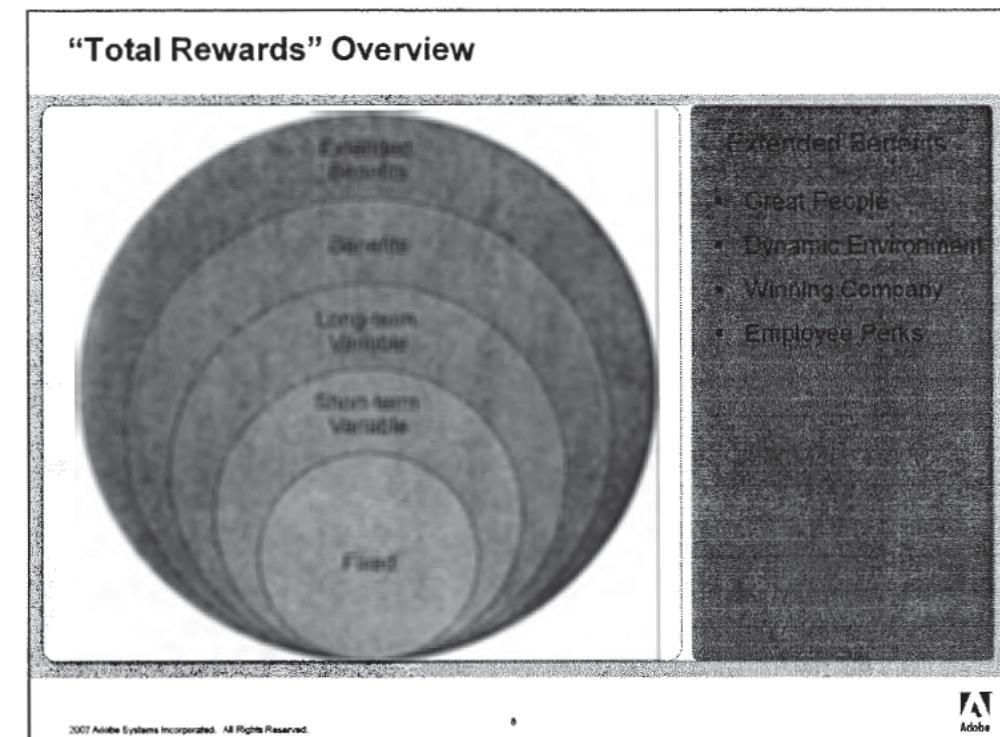
- **Introduction:** With the importance of compensation and building a performance based culture, there needs to be alignment of goals that drive behaviors which lead to customer satisfaction, which then results in revenue/profit to the company, which then translates to shareholder appreciation and back to business performance
- **We are committed to the following principles:**
 - We share our success with our employees.
 - We offer competitive total compensation based upon practices for our industry and local markets in which we compete, while preserving Adobe's financial strength.
 - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
 - We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.
 - We fairly and regularly assess performance results and differentiate rewards based on performance.
 - We recognize and reward results and contributions tied to the success of the company and in support of company values.
 - We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
 - We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.
 - We communicate the goals, features and value of our programs.

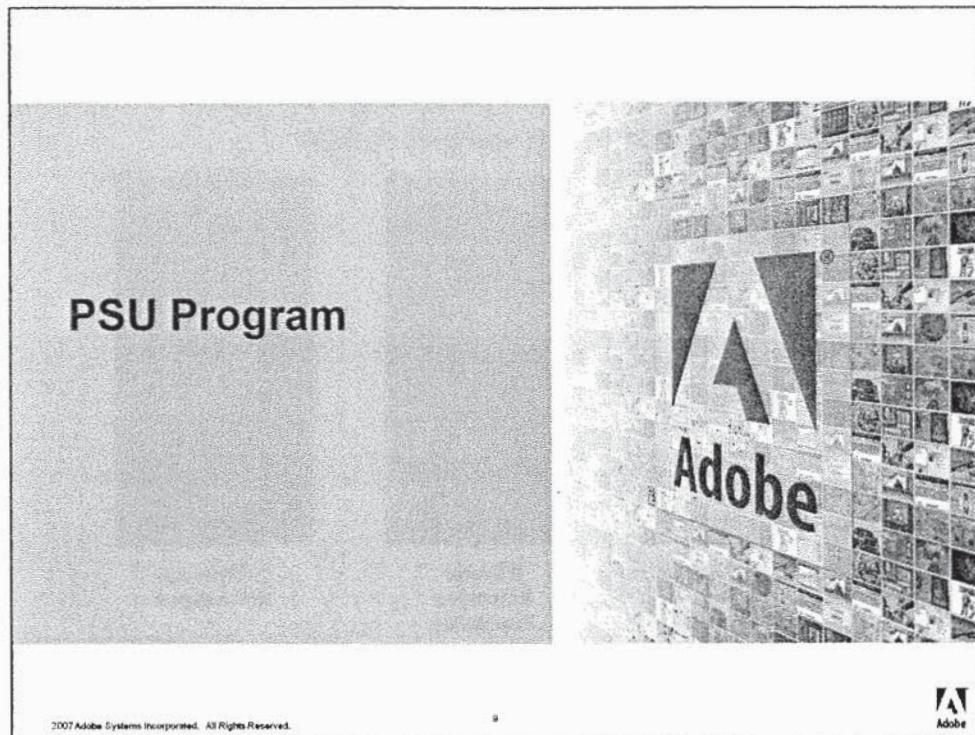












Adobe's Equity Model

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PSU Plan Overview

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PSU Plan --Vesting

2007 2008 2009 2010 2011 2012

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PSU -- FY'07 Criteria



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FY'07 PSU Plan Matrix

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FY'07 PSU Plan Matrix – Overachieve AOP Scenario

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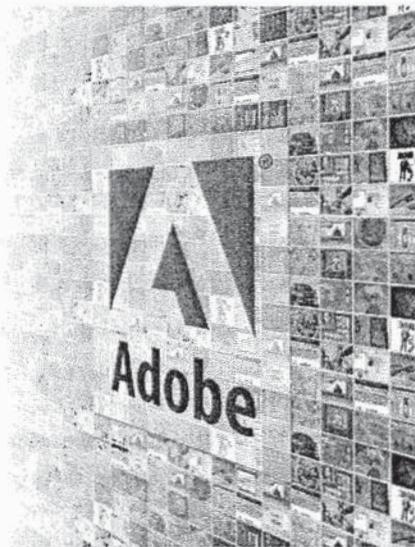
FY'07 PSU Plan Matrix – Underachieve AOP Scenario

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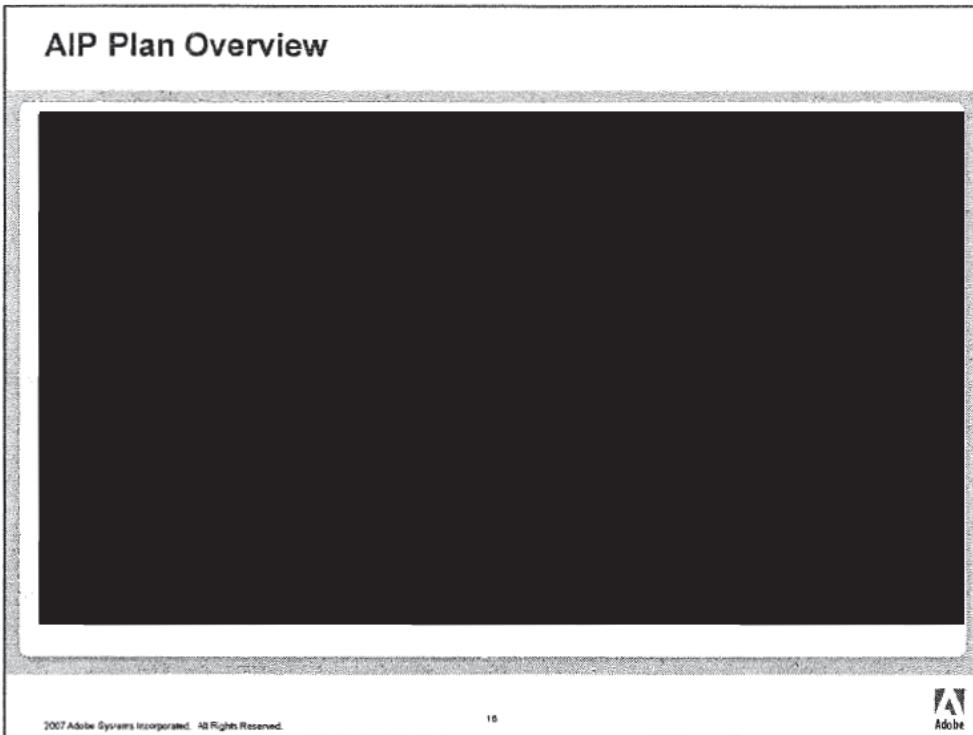
Summary of FY07 AIP/QIP Changes

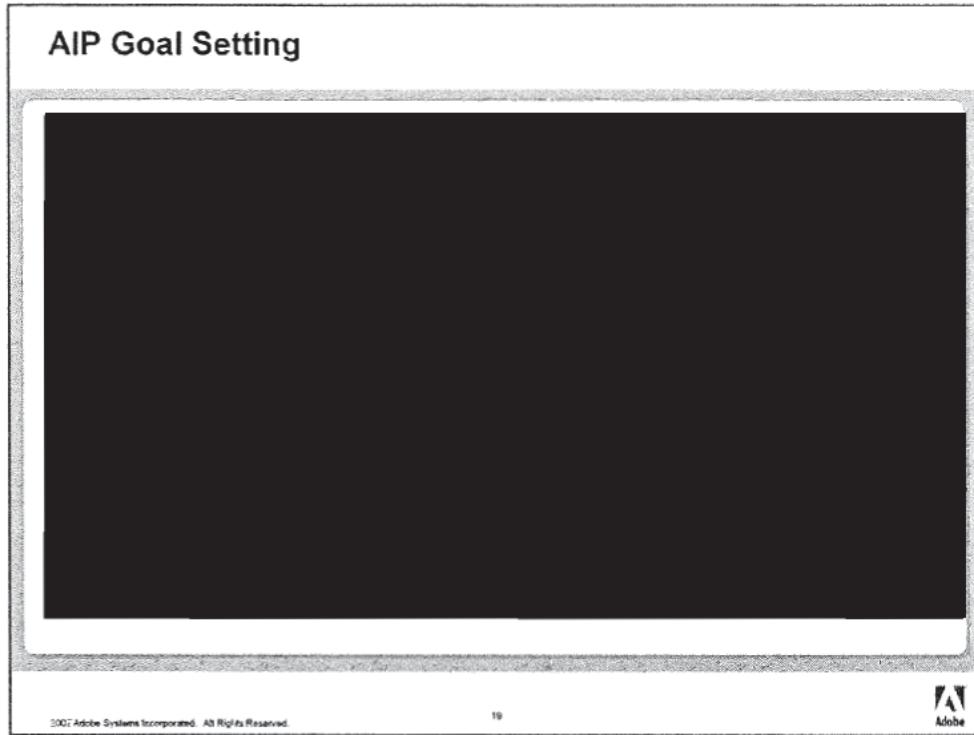


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FY'07 AIP/QIP Payout Matrix



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FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

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FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

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**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**

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**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**

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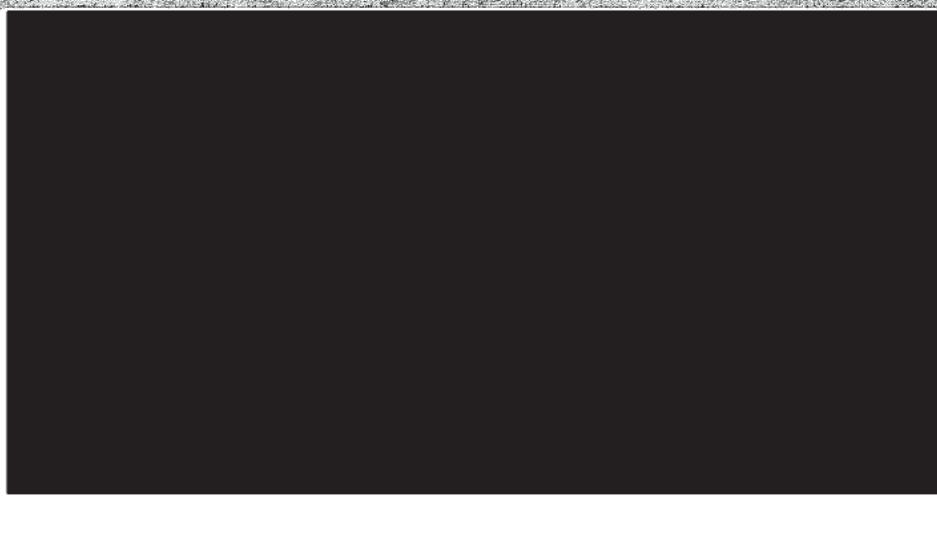
AIP --Summary Changes

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QIP -- Summary Changes



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Next Steps

- Communicate to eligible members of your teams
- Reference tools provided
 - Plan documents
 - FAQs
 - PDF of presentation
 - Adobe Connect recording of materials
- Work with your HR Business Partner
 - They will bring in additional HR support as needed

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- **Follow up email with links to documents and additional resources will be sent this afternoon**

